

DRAFT
7 March 1972

MEMORANDUM FOR: Deputy Director for Support
THROUGH : Deputy Director for Plans
Director of Personnel
SUBJECT : Irregular Work Schedule

Ref

1. It is proposed that Computer Operations of ISD begin a full around-the-clock seven day week schedule in order to:

(1) perform more effectively the day-day operation; (2) realize better performance of the equipment since it will never be shut down; (3) respond immediately to any operational emergencies, and (4) gain experience with the "3-day" work week. Therefore, approval is requested for Computer Operations personnel of ISD to work in accordance with the attached schedule. Each day will be divided into two 12-1/2 hour shifts, with a one hour meal break during each shift and a 30 minute overlap between shifts. Each person will alternate between working three and four days per week. Thus each employee will work three 11-1/3 hour and four 11-1/2 hour days per pay period for a total of 80 hours. Every six weeks employees will rotate days being worked, and every twelve weeks they will rotate shifts.

2. It is proposed that a six month test period of this schedule commence the second pay period in April 1972, and at the end of this test period the effectiveness of the schedule

will be evaluated so that a decision can be made whether to continue. A quarterly report will also be written to provide an interim evaluation. Also attached is a copy of a memorandum to Chief of Computer Operations of ISD. This memorandum establishes the policy for administering the proposed schedule; thus approval is also being requested for the provisions contained in that memorandum.

Chief, Information Services Division 25X1A

DRAFT
7 March 1972

MEMORANDUM FOR: Chief, [REDACTED]
SUBJECT : Irregular Work Schedule

STATINTL

1. Pursuant to our many discussions on the above subject, the following guidelines are to be used in administering the attached schedule for a 12.5 hour day, 3.5 day work-week.

STATINTL 2. All [REDACTED] personnel are to rotate days and shifts according to the attached schedule with two exceptions. 25X1A First, the two team leaders, [REDACTED] should be allowed the flexibility to alternate between supervision of each of their two groups. However, each team leader is expected to rotate both days and shifts in order to maintain continual contact with the variety of jobs performed in the Section. Second, those employees attending school are to be permitted a rotation schedule compatible with their school schedules. Thus, for example, shift changes for such personnel could be made after each quarter or semester, whichever is appropriate; however, rotation of days for such employees should conform with the attached schedule. Consideration for all other exceptions will be made on a per case basis in consultation with the undersigned.

3. It is obvious that difficulty could arise on those occasions when one team is off three days, works one day, and then is again off three days. With one day's leave, an employee can be off seven; thus many requests for annual leave as well as many occurrences of illness could be expected on such occasions. Every effort should be made to grant annual leave on both a generous and equitable basis, provided the efficiency and effectiveness of our activity are not jeopardized. Every employee, however, should be alerted to our awareness of this weakness in the schedule and he is to understand that abuse of the sick leave privilege will not be tolerated. It should be noted that when a day's leave is granted under this schedule the employee is charged for 12 not 8, hours. In order to round-out the working hours to 80 per pay period each employee is to work three 11-1/3 hour days and four 11-1/2 hour days per pay period.

4. Night differential will, of course, be paid whenever appropriate, and employees working Sundays will be paid the 25% bonus so that night work on Sunday will entitle an employee to a 35% bonus; moreover, should it become necessary to call in an employee on his day off, he will be paid overtime. If requirements permit, holidays will be observed, but if worked, holiday pay will be awarded those who do work. Whenever a holiday is observed, those employees whose day off falls on

that day will be granted the preceding work-day off in addition to the holiday. It may on occasion be necessary to stagger such days because of operational requirements, but these substitute days off will be scheduled as close as possible to the holiday.

5. Finally, it is recognized that this schedule represents a radical change for [REDACTED] and the adjustment for many may^{25X1A} be difficult. Employees are encouraged to document their reactions to and experiences with the schedule as they actually "live it". This is a test, and at the end of six months the more accurate our data that we have collected during the test period, the more correct will be our decision whether to continue. Unless we all carry out the test with a cooperative attitude, documenting both the good and bad aspects of the experience, the test will fail and the wrong decision may be made.

25X1A

[REDACTED]
Chief, DIS/O

SECRET

STATINTL

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